



## COMMANDING GENERAL'S GUIDANCE



I am extremely honored to have the privilege to serve with you as a member of the 3d Marine Division. The unit's lineage and honors recount the glory our Corps has earned in its operations throughout the Western Pacific. As keepers of this legacy, we must remain mindful of those Marines and sailors who preceded us in both war and peace. We must all be respectful of the gift they have bestowed upon each of us, honoring the history of this Division that we serve. The following is my guidance to each of you:

Be proud of your unit, know its past, and always seek to make it better.

We are Marines and sailors - does it get any better? Know your duties, know your people and teach them to be their best, trust your leaders, and trust yourself.

Engaged leadership isn't a phrase, it's a way of life. Get knee to knee with your people, look them in the eye and listen. I expect leaders on the ramp, in the gun parks, in the barracks, on the ranges, in the chow hall, even in the slop chutes, watching, measuring, mentoring the next generation of Marines and sailors. Leadership - it isn't easy, but it is the essence of who we are and how we influence the future of our Corps.

Combat is a reality for 3d Marine Division. Our brothers and sisters are in harm's way every minute of the day, every day of the year. Training, preparation, execution, and recovery are essential to sustaining the current tempo. My responsibility is to provide you what I can to ensure your unit's success and the well-being of the magnificent young men and women who serve in this division.

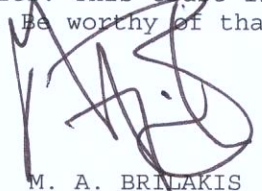
Family Readiness is a unit Commander's responsibility and a priority concern for me. Our families are a great source of strength. We must ensure we do what we can to enable them to succeed and thrive during repeated separations. Be compassionate, innovative, and aggressive - strong families produce focused Marines.

The phrase, "be tactically and technically proficient," has never been more relevant than it is today.

Many among us have been tested in combat and now stand shoulder-to-shoulder with Marines of our past conflicts - be proud of that status and use it to prepare others to join that legacy.

Our Marines are smart, tough, and loyal, but they are also young and inexperienced. Failures in performance must be corrected quickly and effectively, and should not prevent their continued service. Failures in character require added scrutiny and hard decisions. When faced with a tough leadership decision, always do what is right by the Marine Corps. Invariably it is the right thing for the Marine and for the unit.

Being deployed to the Western Pacific imposes additional responsibilities on all of us. Each member of the division represents our nation, its values, and our commitment to friends and allies. This trust is important and because of it, more is expected from us and of us. Be worthy of that trust.

  
M. A. BRILAKIS  
Major General, U.S. Marine Corps  
Commanding General